


**To the Mayor and Members of the City Council**
**February 9, 2016**

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**SUBJECT: MANAGEMENT DIVERSITY REVIEW**

Diversity is a core value for the City of Fort Worth. As a core value the City recognizes that a diverse workforce provides many perspectives, views and ideas that add strength to the City's ability to strategize, communicate and deliver services. The City and surrounding community, like the United States as a whole, continues to evolve as an increasingly multicultural society. Having employees who come from different demographics only furthers the City's understanding of its customer base and enhances its execution of services.

Human Resources regularly collects and analyzes workforce data that is shared on the City's website, annually. In August, 2015, Human Resources provided a special informal report to Council indicating the racial/ethnic make-up for each employee group in 2005 and 2015 compared to 2010 census data. The information below is updated to reflect 2006 and 2016 data compared to the 2010 census. Three population benchmarks are displayed – the City of Fort Worth, Tarrant County and the Tri-County area which includes Tarrant, Parker and Johnson Counties.

**2006 & 2016**

EE GROUP	CAUCASIAN		HISPANIC		AFRICAN-AMERICAN		OTHER		CFW RESIDENT	
CFW Population 2010	41.7%		34.1%		18.9%		5.3%			
Tarrant County 2010	51.8%		26.7%		14.9%		6.6%			
Tri-County 2010	55.5%		25.2%		13.2%		6.1%			
	2006	2016	2006	2016	2006	2016	2006	2016	2006	2016
All Employees	60.1%	55.9%	19.0%	23.0%	18.9%	17.6%	1.9%	3.5%	53.6%	49.5%
General	52.3%	45.5%	22.4%	28.1%	23.0%	22.3%	2.3%	4.1%	63.0%	57.8%
Sworn Police	71.7%	68.4%	14.3%	17.8%	12.2%	10.8%	1.8%	3.0%	40.7%	41.4%
Sworn Fire	76.5%	78.7%	11.6%	10.4%	11.3%	9.3%	0.6%	1.6%	32.4%	28.6%
General Exempt	64.2%	58.1%	12.4%	16.0%	19.5%	19.7%	3.9%	6.2%	54.0%	51.2%
General Nonexempt	46.9%	39.9%	26.9%	33.5%	24.6%	23.4%	1.6%	3.2%	67.0%	60.7%
Managerial	76.5%	73.7%	5.9%	9.8%	14.1%	13.4%	3.5%	3.1%	47.1%	39.7%
Assistant Directors	69.4%	75.4%	6.1%	6.6%	20.4%	16.4%	4.1%	1.6%	46.9%	44.3%
Directors and Above	60.5%	61.5%	15.8%	15.4%	23.7%	23.1%	0.0%	0.0%	86.8%	73.1%
Total Management	72.8%	73.0%	7.4%	9.6%	16.7%	14.9%	3.1%	2.5%	52.9%	43.8%
Professional	62.8%	55.1%	13.4%	17.1%	19.8%	20.7%	4.1%	7.1%	52.8%	51.6%

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Much like last year, the data demonstrates that

- Over the last ten years, the overall workforce (All Employees) has become more racially diverse with Hispanics achieving the most notable gains.
- “General” employees (excluding Sworn Police and Fire personnel) most closely represent the demographics of the City of Fort Worth.
- Management positions are composed of three categories – Directors/Chiefs and above; Assistant Directors, which includes Assistant and Deputy Chiefs; and Managers that includes Police Captains, Fire Battalion Chiefs and civilian staff that typically supervise a division of a department.
- Professional positions include all exempt employees not designated as management above. Continued progress of minority representation exists in all groups with Hispanic employees increasing the most.
- Civil Service positions remain a potential focus to improve the diversity of the workforce.

**Recruitment – General and Sworn**

While the City seeks to hire the best person for each and every position, there is a focus on promoting racial diversity. Human Resources monitors all interview questions and screening criteria before hiring supervisors review applications and panel interviews participants are screened to ensure diversity. Human Resource also participates in job fairs and organizations that help promote the City as a diverse employer. Human Resources also works directly with departments where diversity is a challenge, building strategies for improvement.

Director and Assistant Director positions are typically handled by outside consultants that have national reach. Advertising strategies and candidate pools are critiqued to ensure diversity is addressed.

Human Resources, Police and Fire management and related associations are engaged in improving workforce diversity for Civil Service personnel. Job fairs and special promotions along



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with structural changes such as using and expanding assessment centers in addition to written tests and entry-level testing in targeted communities to encourage minority candidates has become a reality in the Police Department with the first such test scheduled for April.

**David Cooke**  
**City Manager**